



ARTHUR YOUNG & COMPANY

2100 THE FINANCIAL CENTER
SEATTLE, WASHINGTON 98161

March 2, 1976

Mr. Dean Clabaugh
Administrative Vice President
The Evergreen State College
Olympia, Washington

Dear Mr. Clabaugh:

We were pleased to submit our proposal to study the systems and work methods of the admissions, registration, student account and financial aid service areas on February 20. At your request we have prepared a summary of that proposal for distribution. This summary is presented in three parts:

- I. Preliminary Observations A discussion of the preliminary analysis of the above areas.
- II. Project Objectives An outline of project objectives developed out of our preliminary review.
- III. Project Task Plan A flow diagram showing the sequence of tasks we would plan for the accomplishment of the project objectives.

We believe our team has the experience, skill, and interest to assist The Evergreen State College in the successful accomplishment of the project objectives.

Very truly yours,

Arthur Young, Company

Attachment



I. PRELIMINARY OBSERVATIONS

The Evergreen State College has determined that four of its student services could be made more efficient and effective through improved system's design and work methods. These services, admissions, registration, student accounts and financial aid have experienced problems in service delivery and in coordinating their activities with each other. The lack of coordination is particularly critical in that the four services fit into a natural sequence of events for students and as such are interdependent for information and records.

Our review of these service areas disclosed that there is, in fact, a good potential for improvement of service as well as for cost savings. We base this potential on the observation that the four services are neither organized nor physically located so as to facilitate the coordination of effort. This weakness has, in turn, led to the development of multiple data bases for student information with the inherent problems of duplication and an inability to cross verify data content. More specific findings were as follows:

. Admissions

In this area, the most significant potential problem appears to be the work loading of professional staff. Because there are not many professionals and because of the nature of their work, all of them are frequently out of the office, which impacts both service delivery and staff supervision. Complicating the work loading is that there is a wide dispersion of work cycles in the two primary activities of the admission's office: 1) evaluation of student admission requests, and 2) recruitment of students.



Each requires virtually a 100% effort when performed so there might be some efficiencies realized through off-loading a portion of the work to other professionals in other service areas.

Registration

A potential problem area in this office is in records management. Although there have been steps taken to upgrade the management of student records, there appeared to be a need to revise the controls on the files as well as the procedures used to retrieve and update individual records.

The physical layout of the registration area is definitely not conducive to service delivery. The service area is very small and provides work room for only one or two professionals. In addition, the distance of this office from the student accounts section obviously causes real problems to students in their efforts to register and subsequently to pay their fees.

A third problem area is the registrar's data base. Due to the fact that there is not a common data system, the registrar is unable to mechanically cross reference his records with the admission's and student accounting information systems. The manual efforts required for referencing other service area information basis is inefficient and increases the chances of error.

Student Accounts

The potential problems in student accounts are similar to admissions and registration. In particular, work methods and data base management represent two areas that could be improved. With respect to work



methods, our observations were that the sequencing and timing of tasks may not be designed for maximum service effectiveness. More important, it appeared that the internal controls on handling student accounts are not adequate for good fiscal management. As in other areas there is an inability to match data from the records of student accounts with those of the registrar and financial aid.

Financial Aid

The two areas presenting the most potential for problems in the financial aid office are the work load cycle and coordination with other service areas. Based upon current policy, most of the financial aid is distributed at one point in the academic year. This type of situation obviously demands heavy work loads just prior to and at that time while creating light work loads the remainder of the year.

The nature of its activity requires the financial aid office to coordinate frequently with registration and student accounts. Our observations were that these coordination linkages are faulty and need to be re-designed.

The above observations were developed on the basis of a quick review conducted over one day. They, however, clearly indicate that improvements in the four service areas can be achieved. In the following pages, we present our approach to fully identify and implement those improvements.

THE EVERGREEN STATE COLLEGE
METHODS—MEASUREMENT PROJECT
II PROJECT OBJECTIVES

BASIC OBJECTIVES
• BETTER SERVICE
• REDUCED COST

ORGANIZATIONAL
OBJECTIVES

- FUNCTIONAL ORGANIZATION
- BETTER DISTRIBUTION OF WORK
- GROUPING OF SIMILAR WORK
- PROPER UTILIZATION OF SKILLS
- DOCUMENTATION OF SYSTEMS

OPERATIONAL
OBJECTIVES

- IDENTIFICATION OF REQUIREMENTS
 - INFORMATION
 - ACCESS
 - CONTROL
 - SERVICE LEVELS
- ELIMINATION OF UNNECESSARY WORK
- OPTIMUM STUDENT SERVICE

WORK FLOW
OBJECTIVES

- EFFICIENT WORK SEQUENCING
- IMPROVED WORK METHODS
- EFFICIENT LOCATION
 - PERSONNEL
 - EQUIPMENT
- ELIMINATION OF UNNECESSARY TRAVEL
- SMOOTHING OUT OF PEAK LOADS

MEASUREMENT
OBJECTIVES

- EFFECTIVE BUDGETING AND PLANNING
- WORK-LOAD BASED SCHEDULING
- PERFORMANCE EVALUATION
- PRODUCTIVITY IMPROVEMENTS

ATTACHMENT
p. 4



THE EVERGREEN STATE COLLEGE
METHODS—MEASUREMENT PROJECT
III PROJECT TASK PLAN

